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9 DEC 1969

**MEMORANDUM FOR:** Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

**SUBJECT :** Problem Solving Seminars

1. Following is a summary of the agreements reached and the actions to be taken as a result of the meeting of Office Directors with the Deputy Director for Support on Wednesday, 3 December 1969.

2. Problem Solving Seminar #1 - It was agreed that a Resources Allocation Board would be established under the chairmanship of the Assistant Deputy Director for Support with the Deputy Directors of each of the Support Offices as members. The Board will begin by addressing the questions raised in the Executive Director-Comptroller's memorandum dealing with the subject of personnel reductions.

3. Problem Solving Seminar #2 - Office Heads will begin immediately to identify rotational positions and people they consider qualified for development through rotational assignments. These will be reviewed by the Support Career Board before proceeding with further processing or implementing action.

4. Problem Solving Seminar #3 - Reports of the second and third Seminar groups and the comments from the Offices about them will be reproduced and distributed to the Career Management Officers in each of the Support Career Services. The CMO's will be asked to evaluate the report and offer recommendations about how problems relating to career development, training, and general personnel management of midcareerists can be handled preliminary to further consideration by the DD/S and a determination about whether to ask the Director of Training to do anything further about re-evaluating the Midcareer Program. The DD/S Career Management Officer will focalize the Office CMO actions.

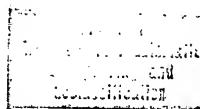
SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

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4 December 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Problem Solving Seminars

25X1 1. Mr. Bannerman met with the Directors of the Support Offices on  
Wednesday, 3 December 1969, to discuss the reports of the first three Problem  
Solving Seminars and actions which will be taken to follow through on the recom-  
mendations. Present were Messrs. Bannerman, Coffey, [ ] Cunningham, 25X  
Meloon, Osborn, [ ] Wattles, Dr. Tietjen, [ ] [ ] 25X  
[ ] and the undersigned. 25X

2. Problem Solving Seminar #1

a. In reviewing the recommendations of the first Problem Solving Seminar group and the comments of the Support Offices about it, Mr. Bannerman said that the proposal that a Resources Allocation Board be established seemed to have the most value. Mr. Bannerman proposed that a Resources Board be established as an ad hoc group under the chairmanship of Mr. Coffey with the Deputy Directors of the Support Offices as members. Not all of the Offices would necessarily be represented at every meeting. Participation would be determined by the items on the agenda. The Board would be concerned with program problems as distinguishable from budgetary problems. The pattern in the past has been very largely budget-oriented, and program-ming decisions have been made very largely in terms of dollars allocated and ceiling constraints. This activity would be left to the Staff elements which currently perform it, while the Board would be concerned with program substance. Mr. Bannerman referred to the recent memorandum from the Executive Director-Comptroller on the subject of personnel reduction. He cited several examples of the kinds of questions raised in Colonel White's memorandum.

b. Mr. Wattles commented that the DD/S could create such a Board at any time and wondered about the need to establish a formal mechanism. He offered the opinion that this action does not really respond directly to the recommendation of the Seminar

group which he felt goes more directly to the PPB cycle and the need for the Support components to be informed of the program plans of the operating components of the Agency early enough in the cycle to permit the Support programs to be responsive to projected operational requirements. The Support components are required to "program in the dark every year." Mr. Bannerman described several actions which have been taken with the objective of overcoming, to the extent possible, the shortcomings in the present program planning cycle but pointed out that we are victims of a government-wide system which we cannot hope to correct unilaterally. Mr. Bannerman said that he hoped creation of the Resources Board would give us a more structured approach than we have had in the past and permit a continuing review of programs, as well as provide a continuity in the awareness of senior-level managers about overall Directorate programs, plans and problems. He said that we can expect expansion and growth in activities of the DD/S&T components, particularly those which are responsive to community requirements. Activities in the Intelligence Directorate will probably remain about the same, which means that the burden of the reductions and belt-tightening will be felt in the Clandestine Service and the Support Directorate. In this environment, we will soon reach the point where we will have neither the money nor the people to continue providing all of the fringe benefits and services which the Agency has grown to take for granted. We may have to charge for services -- that is, decline to do them unless they can be staffed and funded by the requesting component. We will have to re-examine many of the services performed and make Directorate decisions about actions which will be taken and then tell the rest of the Agency what we propose to do.

c. Mr. Cunningham commented that he felt rather strongly that the Agency should take a hard look at the problem of defining Agency goals. He offered the opinion that the Agency collects far too much information and does very little about true refinement of requirements. He hopes that a group such as the Resources Board might be instrumental in servicing some of the broader Agency problems whether the Board is able to deal with them itself or not.

d. Mr. Bannerman agreed that the definition of goals might not be getting as much attention as it should and that a Board created in the Support Directorate would not be able to deal with that problem. It can surface them but may not be able to influence action. He felt that the Board would be able to identify potential crises and get other Directorates involved during the process of dealing with them.

e. Mr. Osborn said that the idea of the Board appeals to him for a number of reasons. In addition to those cited in the rest of the discussion, he felt that it could serve a useful purpose in reducing the volume of paperwork.

f. Dr. Tietjen said he felt the Board would serve the highly advantageous purpose of providing a Directorate attitude which can be far more forceful than attitudes expressed by individual Offices.

g. Mr. Meloon suggested the possibility of using recently retired senior officers in a consultative or advisory capacity as a means of solving part of the workload problem of the Board, as well as introducing an element of disinterested objectivity which would dilute tendency toward parochialism. Mr. Bannerman agreed that this could be considered as a possibility and suggested further that the Board might even call upon outside consultants under a contractual arrangement.

h. Mr. Cunningham said that he expected the Board could cause the generation of a great deal more paper unless some firm restraint is exercised against it. He said a second restraint ought to be an awareness on the part of the Board of a duty to say "no" when that is the right answer. The traditional response of the Support components has been to accept any and all requirements and provide the service necessary to be responsive. It will not be possible to do this in the future, and the Board should gird itself accordingly.

i. In summary, it was agreed that a Resources Board would be created as described above, that it would meet at the call of the Chairman and that it would begin by addressing the questions raised in the Executive Director's memorandum.

### 3. Problem Solving Seminar #2

a. Comments about the second Problem Solving Seminar varied. Some expressed reservations about centralization; having a central authority take on responsibilities currently fulfilled by the Offices. Nevertheless, there was something of a consensus that it is important to develop a system for planned rotational assignments and offering people the opportunity to have varied experience during the course of their career progression. Positions at the level of Office Directors and Deputies require people who have broad experience, wide knowledge of the Agency and who are well known and respected throughout a large part of the Agency. Generally speaking, it is not practical for individuals to work up through the ranks in one Office and develop this kind of experience. Unfortunately, we do not have a great many people available with backgrounds of these kinds and we need to find ways of overcoming this problem.

b. Mr. Bannerman said that he and his Staff felt that the plan has merit and proposed that the concept be adopted. In order to begin carrying it out, he asked each Office Director to identify rotational positions in their Offices and to identify people they feel have the potential to be developed and progress in this general way. The people and positions so identified would then be reviewed by the Support Career Board. When they are satisfied with the product produced, a program of rotational assignments would be launched in a small way to get some experience and see how it works. If it seems feasible, the DD/S Career Management Officer would serve as a staffing point. He would also work with the Career Management Officers in each of the Support Career Services to structure the basic plan for consideration by the Board.

c. A great many details will have to be worked out: slotting arrangements will have to be worked out and the possibility of having individuals carry their slots on their backs should be carefully considered; tours may have to be tailored to the circumstances of individual cases depending upon the positions to be filled and the people available to fill them.

d. Mr. Wattles suggested that the program should be publicized and that people should be allowed to volunteer or request that they be selected for participation in the program. Mr. Bannerman agreed that

the program should be announced and that it should be open to all qualified comers; but he suggested that individual Offices could deal with this in the course of their own personnel planning.

e. Mr. Wattles invited attention to the tendency to structure programs of this kind organizationally rather than functionally. He emphasized the importance of offering people exposure and experience in a mix of functional positions which would include staff functions, supervisory and managerial functions and planning functions. Mr. Cunningham endorsed this concept and suggested that an effort be made to expand the functional concept to include some of the substantive intelligence functions of the Agency.

f. Mr. Meloon asked how many people would be involved and Dr. Tietjen asked about the timing in terms of individual development and in terms of age, grade and length of Agency experience. Mr. Bannerman said he felt that in general we are talking about the middle managers, perhaps including some GS-11's and 12's. The determination of the numbers of people who participate will be a part of the second level of effort. He emphasized that he did not expect this program to become a reality by turning on a switch and two years later have everybody changed positions at the ring of a bell. He suggested that it might start out with something like eight to twelve people. Mr. Melbon said he thought he could put that many people in right away, and Mr. Bannerman replied the more the merrier.

g. Mr. Cunningham offered the opinion that there are far too many Career Services in the Agency and that the whole Career Service and personnel management system of the Agency should be re-evaluated and overhauled. Mr. Wattles endorsed this observation and said that the present personnel management mechanism of the Agency is not responsive to today's requirements. He said that the Office of Personnel had been concerned about this for some time, but they have been unsuccessful in attracting the attention necessary to support them in doing something about it.

h. In summary, the Office Heads will identify rotational positions and people they consider qualified for development through rotational assignments. [ ] a Personnel careerist, will be temporarily detailed to work with [ ] to compile the basic data and plan for submission to the Office Directors acting as the Support Career Board.

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## 4. Problem Solving Seminar #3

a. The problem posed for this group was to define what kind of midcareer training should be given to employees not selected for the Midcareer Executive Development Course (MEDC). It seems to be generally agreed that training should be available to people who do not attend MEDC. The point has been made that the midcareer program does not really exist in many components, and the concept of midcareer development does not go beyond the MEDC. Many people who may be eligible for MEDC are passed by simply because the Course can only be offered a certain number of times a year and there are limitations on the numbers of people who can be enrolled in each offering. Rather than accept the recommendation of the Seminar group as offered, the DD/S Staff suggested that the report of the Seminar group and the comments of the Offices be referred to the Office of Training, with a request that the whole concept of midcareer training be reviewed. The problem is complicated by the fact that consideration of MEDC cannot be limited to the Support Directorate alone either in terms of students or the senior officers of the Agency who appear before each class to make presentations.

b. Mr. Wattles suggested that the problem be presented to the Career Management Officers in each of the Support components rather than to the Office of Training, because they deal with all ramifications of the problem in the course of their day-to-day work. In many cases they are in the midcareer zone of eligibility themselves. The combination of these factors makes it reasonable to assume that they would have constructive suggestions to offer. Mr. Cunningham agreed with this suggestion.

c. Mr. Wattles made the point that the population affected by actions to be taken in response to the problems considered by the second and third Seminar groups are the same. This notion was generally accepted, and it was agreed that rotational assignments and midcareer development had to be considered by the personnel management planners in each of the Career Services as part of the same program for individual employee development.

d. Mr. Bannerman made the point that MEDC has a great many highly desirable attributes which are very worthwhile and should not be lost in the process of tinkering with these programs. Mr. Cunningham said that he would not propose to change MEDC now but, in any case, decisions about that course need not effect the broader problem.

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Attention must be given to the need to offer a wider variety of courses which may be more appropriate to the development of individual mid-careerists. Mr. Cunningham cited again the example of system analysis training which had been mentioned earlier by Mr. Wattles.

e. In summary, it was agreed that the reports of the second and third Seminar groups and the comments from the Offices about them would be reproduced and distributed to the Career Management Officers in each of the Support Career Services. [ ] will assume responsibility for getting the group together and launching the project. Mr. Cunningham will make available to [ ] "an expert" on mid-career training to assist in orienting and guiding the group of Career Management Officers.

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[ ]  
Acting Executive Officer to the  
Deputy Director for Support

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Orig - DD/S Subject

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